

Board of Directors Categories

The Board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 11 members chosen from the following groups (note that every group does not need to have representation on the board -- this list is meant to help you think through potential candidates):

- ☐ Neighborhood Business District Retailers
- ☐ Professionals
- ☐ Neighborhood Business District Property Owners
- ☐ Service Sector
- ☐ Financial Institutions
- ☐ Chamber Board (not staff)
- ☐ Heads of Neighborhood Organizations (not Advisory Neighborhood Commissioners)
- ☐ Identified Community Leaders
- ☐ Local Civic Organizations
- ☐ Preservation or Historical Society
- ☐ Interested Community Members

An ideal board of directors should not have a majority from any single category.

Board Member Orientation Checklist

Describe the Organization to the Board Member:

- ☐ Who do we serve
- ☐ What we do
- ☐ How we're financed
- ☐ Other:

Explain and Discuss with Board Member:

- ☐ Meeting attendance - both full board and committee
- ☐ Committee assignment
- ☐ Board role and relation to administration/staff
- ☐ Other:

Conduct Tours:

- ☐ Neighborhood business district program office and board room
- ☐ Neighborhood business district area
- ☐ Key leadership and partner organizations

Deliver Important Information to Board Member:

- ☐ Letter of welcome from the executive director
- ☐ Mission statement
- ☐ Bylaws & Articles of Incorporation
- ☐ Board policies
- ☐ Copies of the minutes of board meetings from the last year
- ☐ Current budget & other financial reports including year-end statement from preceding year
- ☐ Current work plan including goals and objectives
- ☐ Long-range plan
- ☐ Latest newsletter
- ☐ "Main Street Four Point Approach" information and relative committee handbooks
- ☐ Letter of Agreement with the District of Columbia (for Certified Main Street Programs)
- ☐ List of all board members with addresses and telephone numbers. Indicate officers.
- ☐ List of committee members including committee chairs
- ☐ Calendar of meetings and events for the year
- ☐ Other:

Introduce Board Member to:

- ☐ Executive director
- ☐ Chairperson of committee to which board member has volunteered

- ☐ Other board members
- ☐ Others:

Collect Data:

- ☐ Mailing address and telephone numbers (home and office)
- ☐ Best time to contact
- ☐ Best time for meetings
- ☐ Other:

Job Descriptions for a Board of Directors

MEMBER, BOARD OF DIRECTORS:

Requirements:

Board members should be prepared to make a financial commitment, and contribute 4 - 10 hours a month to the neighborhood business district revitalization program. Boards typically meet monthly for 60 -90 minutes, and the board may delegate some duties to an executive committee or other task forces. Board members are usually expected to serve on one or more of these task forces and/or a standing committee of the Neighborhood business district program.

Board Responsibilities:

The board has the final responsibility for the success or failure of the neighborhood business district revitalization program. It is responsible for all of the finances of the organization and establishes program policy. The board is responsible for maximizing volunteer involvement in the Neighborhood business district revitalization effort. Collectively, the board makes decisions about the program's direction and monitors progress on a regular basis. It sets priorities, and makes decisions about the program's political stance. It oversees the work of the executive director; has the primary responsibility for raising money for the program, and supports the work of the committees by volunteering time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in the conduct of its business affairs as a nonprofit corporation.

Individual Responsibilities:

- To learn about and promote the purpose and activities of the local neighborhood business district revitalization organization and the Main Street Four Point Approach™ whenever appropriate and possible.
- To attend regular monthly meetings of the board or to notify the corporate secretary or staff when absence is necessary.
- To actively participate on at least one committee.
- To actively participate in specific activities or projects promoted by the board which may include:
 - fundraising
 - membership recruitment
 - representation on behalf of the program at meetings, events, and/or with media contacts
 - attend training sessions and workshops
- To make an annual membership contribution
- To stay informed about the purpose and activities of the neighborhood business district program in order to effectively participate in board decisions and fulfilling responsibilities.

Job Descriptions: Executive Board Members

PRESIDENT OR CHAIRMAN

Time Required: The president should expect to spend 8 - 10 hours per month above and beyond that of a regular board member. The president is exempt from the requirement of participating on other committees and task groups.

General Description:

The president serves as the primary link between the board of directors and the executive director. He/she assists the executive director in defining priorities and directions based on the published goals of the organization, resource team recommendations, and board policies. The president acts as a link between the organization and the community, serving to explain the program to the public, helping to involve new people in the program, and rallying support. The president also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

Major Job Elements:

- Communication
 - with the board and committee chairs
 - with the community and the government
 - with the executive director
- Coordination within the organization to facilitate the decision-making process
- Delegation of responsibility within the organization
- Monitoring accountability of the organization
- Supervising and evaluating the performance of the executive director

Other Job Elements:

- Represents the organization
- Assists the executive director in determining the board meeting agenda
- Chairs board meetings
- Calls special meetings when necessary

Reports to: The board of directors

Area of Major Time Commitment: Communication with the board, the community, the government, and the executive director

Area of Greatest Expected Impact: Monitoring accountability

Anticipated Results:

- Active participation by the membership
- Positive image of the organization
- Cohesiveness within the organization

Basic Skill and Value Requirements:

Characteristics of a good president:

- Good leadership, team-building, and management skills
- Good verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a neighborhood business district revitalization program and a willingness to support them
- A good understanding of the Main Street Four Point Approach™ and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

VICE-PRESIDENT OR VICE CHAIR

Time Required: The vice-president should expect to spend 4-8 hours per month above and beyond that of a regular board member

General Description:

The vice president's role is that of support for the president. He/she shares the presidential responsibilities as delegated by the president, working in whatever capacities the president and vice president deem to be the most beneficial to the organization. These capacities should be written up in the form of a temporary job description on a year by year basis. The vice president performs the duties of the president when the president is unable to do so.

Major Job Elements: Determined each year

Other Job Elements: Determined each year

Reports to: The president

Basic Skill and Value Requirement:

Characteristics of a good vice-president

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a Neighborhood business district revitalization program and a willingness to support them
- A good understanding of the Main Street Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

SECRETARY

Time Required: The secretary should expect to spend 4-8 hours per month above and beyond that of a regular board member

General Description:

The secretary serves as the primary record keeper of the organization. He/she is responsible for transcribing the minutes at each board meeting and preparing an "official" copy for approval by the board of directors. He/she is also responsible for maintenance of corporate records and for preparation of corporate resolutions or actions of the board.

Major Job Elements:

Record keeping:

- Transcribes minutes at board meetings
- Prepares an "official" copy of the minutes for the executive director within two weeks after a board meeting.
- Maintains these documents in a form which is at all times accessible to board members and the executive director, and which is carried to board meetings for use as an historical reference of the organization's discussions and actions.

Other Job Elements: Determined each year

Reports to: The board president

Area of Major Time Commitment: Record keeping

Basic Skill and Value Requirement:

- Strong verbal and written communication skills, including good listening skills

- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a neighborhood business district revitalization program and a willingness to support them
- A good understanding of the Main Street Four Point Approach™ and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position.

TREASURER

Time Required: The Treasurer should expect to spend 4-8 hours per month above and beyond that of a regular board member

General Description:

The treasurer is responsible for fiscally monitoring the program. This includes keeping all financial records up to date. The treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner.

Major Job Elements:

- The timely payment of any organizational debts incurred, including all taxes due
- Prepare monthly financial report for the board to be submitted to the executive director for inclusion with the meeting minutes for the month following the reporting period. This should be submitted two weeks prior to the monthly board meeting.
- Maintain all financial books and records in an auditable format, according to standard accounting practices.

Other Job Elements:

- Maintains a complete set of financial records for the organization
- Provide financial information on request

Reports to:

- The board of director through the executive board

Area of Major Time Commitment:

- Preparing monthly financial statements
- Undertaking annual independent audit (with consultants)

Area of Greatest Expected Impact:

- Keeping the board informed of the organization's financial status

Anticipated Results:

- A clear and accurate picture of the organization's financial status
- Financial decisions can be made in a timely and efficient manner

Basic Skill and Value Requirement:

- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a neighborhood business district revitalization program and a willingness to support them
- Good understanding of Main Street and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position